

EXPLOITING OUR EDGE

The 21st Century Marine Corps

Today, U.S. Marines are fighting in Afghanistan and Iraq, engaged against radical insurgents, and religious extremists. Weariless warring factions, strings of suicide bombings, bizarre kidnappings and beheadings—all epitomize the barbarian nature of our 21st century enemy. And, as that enemy's methods and madness become more unconventional, the value the United States places on its Marines has never been greater.

In 2005, Marines waging the Global War on Terrorism (GWOT) are meaner, leaner, and more lethal as an expeditionary force suitable for engagement wherever required. From Kuwait to Kabul and from Baghdad to Basrah, we are fighting an unconventional war in which terrorists' extreme warfighting tactics require America's 21st century Marines to be a total force that is of unquestionable value in any conflict. As terrorist cells spread globally, the need for the expeditionary expertise of 21st century Marines is more critical to the safety and security of our nation than ever before.

Unequivocal expeditionary mastery is a necessity in fighting the GWOT. As Operations Iraqi Freedom II and Enduring Freedom II took place in 2004, this need to be agile, lethal, and readily deployable—while requiring a minimum of logistical support—lets us project our power over long distances in days or weeks, rather than months.

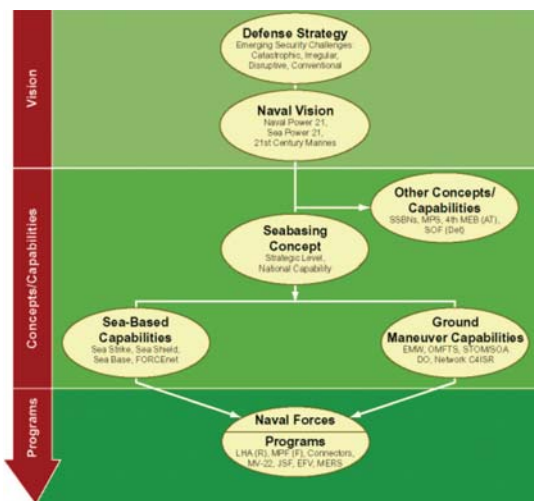
The Marine Corps, renowned for being the “First to Fight,” is uniquely qualified to accomplish this task. Its enduring values—warfighting excellence, combined-arms air-ground task forces, and its expeditionary ethos of readiness for rapid deployability—enable Marines to meet today’s unconventional strategic and operational challenges. Our core values are constantly in demand today and must be maintained for us to meet the challenges of the future. Throughout our nation’s history, the competencies of the Marines have been called



upon time and again. As we move into the 21st century, warfare requires these capabilities be broadened to decisively defeat growing and diverse threats.

Throughout 2004, U.S. Marines, sailors, soldiers and other coalition forces fought battles across Iraq. Marines on the frontlines showed, as they have many times in the past, that they are a critical essence of America’s military might. The counterinsurgency experience of the Marines has been the backbone of operations in Iraq and Afghanistan, where they have gallantly battled for control of major cities across the region, pushing out and suppressing the enemy.

Marines spearheaded the liberation of enemy strongholds like Fallujah, capturing and/or destroying anti-Iraqi insurgents. They helped restore security and stability, and are instrumental in rebuilding these war-torn towns. As the war efforts continue, Marines are supplying translators, securing detainees, and providing military and police training for Iraqis. They are helping reconstruct tactical airfields and





repair damaged pipelines. This summer, Marines even helped the Iraqis pump billions of dollars worth of oil.

Operation Iraqi Freedom II requires Marines and other coalition forces to conduct extensive searches, which routinely uncover large caches of weapons and munitions. Marines help sweep and clear massive minefields, and clean up/neutralize the improvised explosive devices that have become one of the terrorists' weapons of choice.

As we enter 2005, Marines continue to be a vital source in restoring stability and security to Iraq. They are helping to rebuild its national infrastructure. They are repairing roads, bridges, and buildings. They are also accomplishing a wide range of humanitarian missions, including providing food, water, and medical and dental treatment. They deliver supplies, conduct urban search and rescue, and protect mosques. They teach health and hygiene classes, and provide educational and resource materials for local schools. And, they ensure the safety of children and teachers in those schools as they reopen.

Of the vast accomplishments of coalition forces to date, two stand above the rest. First-ever democratic elections were held in Afghanistan, and Saddam Hussein was captured and ousted from power in Iraq.

The Global War on Terrorism

In this new and highly dangerous millennium, terrorists are operating in all parts of the globe—evidenced in 2004 by the attacks in Russia, Spain, the Philippines, and elsewhere. While it is impossible to predict the time or location of the next terrorist attack, the Marine Corps is well positioned for a significant role in those conflicts. Evolutionary developments like Maritime Pre-positioning Ships (MPS) and the Marine Expeditionary Unit (Special Operations Capable) programs that were initiated in the 1980s are serving the Marine Corps and the nation well. These achievements have been reinforced by





significant conceptual development efforts, particularly Operational Maneuver From the Sea.

In the new millennium, our expeditionary Corps is both ready and capable of the demands of the GWOT. We will continue to play a vital role in fighting the GWOT, no matter where terrorists seek to destabilize and destroy. In 2005, our efforts are focused on Iraq and Afghanistan, where the dedication of Marine forces will continue to ensure the newfound freedom and democracy of our newest allies in the Middle East.

As we enter the 21st century, fighting—and winning—the Global War on Terrorism is our top priority. Thus, we must understand the strategic landscape of this new type of war. The GWOT centers on a worldwide, radical Islamist insurgency that involves asymmetric warfare fought by decentralized groups of terrorists, as well as the exploitation of failed/failing states and intrastate conflicts. These new threats are combined with the concerns of traditional warfare, such as regional powers with conventional and/or nuclear capability and the continued instability created by interstate conflicts.

To meet these challenges, the Marine Corps has shaped its transformation to meet the 1-4-2-1 contingency strategy and the strategic response objectives established in the Strategic Planning Guidance (SPG). The Marines are fully integrated into the execution of this joint strategy that calls for defense of our homeland, while deterring aggression forward in four regions, and swiftly defeating in two or winning decisively in one. The Marine Corps is concurrently actively engaged in combat operations in Afghanistan as well as significantly contributing to the campaign to defeat insurgents and train coalition forces in Iraq. Further, projected Navy and Marine Corps forces operating from a forward presence posture will have the capability to establish a sovereign sea base and swiftly defeat, or win decisively over, any aggressor within days of arrival.

Emerging Challenges

As the Global War on Terror continues to unfold, the Strategic Planning Guidance directs balanced capabilities for controlling four principal kinds of challenges that must be met:

Traditional Challenges center on conventional combatant threats and our potential conventional adversaries. We will continue to meet these challenges today and in the years to come. However, the high priority on the GWOT requires our future focus to be on the Irregular and Catastrophic challenges.

Emerging Challenges of National Defense Strategy	
CATASTROPHIC Terrorist Nexus NBC Proliferation Rogue States	IRREGULAR Terrorism Insurgency Unrestricted Warfare
DISRUPTIVE Advance Sensors Info Processing Biotechnology Cyber-technology	TRADITIONAL Conventional Combat Capability

Irregular Challenges—including local terrorism, insurgency, unrestricted warfare, societal war, and/or third party coercion—are increasing in sophistication but are countered by the Marines’ historical ability to engage in actions against these threats, without the connotation of a long term presence that other options bring.

Catastrophic Challenges include potential international terrorists whose Nuclear/Biological/Chemical (NBC) proliferation enables rogue states that could impact the security of our homeland. These threats are countered by our unique forward-deployed Marine Expeditionary Units (Special Operations Capable), which often deploy as part of America’s powerful general purpose naval forces.

The challenges of Disruption involve our potential adversaries’ breakthrough capabilities in technological areas, which are countered by our own scientific research, development, and hi-tech advancements.

Navy-Marine Corps Vision

To meet this range of evolving challenges, the Department of the Navy has

articulated the Naval Power 21 vision that enhances Navy and Marine Corps capabilities today and tomorrow. This vision serves as the way ahead for naval programs and operations. It incorporates the Navy’s *Sea Power 21* and *21st Century Marine Corps* frameworks as a foundation to ensure naval forces control the seas, assure access, and project joint power beyond the sea to influence events and advance American interests across the range of military operations.

Today’s threats are operating around the world, and naval expeditionary forces are an indispensable asset in America’s ability to respond rapidly to crises that occur anytime and anywhere. America’s ability to use international seas and waterways, as both maneuver space and an operating base unconstrained by foreign veto, allows our naval forces to project combat power into the littoral regions, which contain more than half the world’s population and more than 75 percent of its major urban areas.

Forward-deployed, sea-based Navy and Marine Corps forces are an important platform from which the United States can respond to fast-breaking crises. Highly



mobile and ready for combat as soon as they arrive in the crisis area, our expeditionary forces are critical instruments of U.S. diplomacy and central components of joint military force packages designed to quickly contain a crisis or defeat an emerging threat. This Navy-Marine Team enables a U.S. military response that may include major deployments of forces based in the United States.

During hostilities, the Navy and Marine Corps Team offers unmatched forcible-entry capabilities and can provide a persistent combat capability from their mobile sea base, thus reducing the U.S. logistical “footprint” ashore. To accomplish this, the Marine Corps must exploit the Navy’s command of the sea to project, protect, and sustain integrated joint warfighting capabilities. Moreover, the ability of the Navy-Marine Corps Team to exploit the sea 365 days a year will provide additional options for the President, and ensure operational independence for the Regional Combatant Commanders.

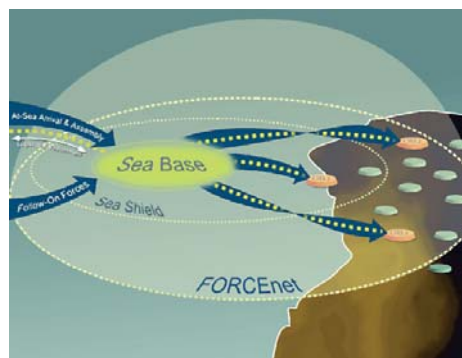
By exploiting our nation’s premier asymmetric advantage—command of the sea—this Seabasing capability will generate strategic speed and assured access, greatly expanding our options across the full spectrum of warfare. To this end, the Seabasing Operating Concept forms the core of naval transformation. It is an innovative description of how future military art and science will equip the nation with the ability to rapidly assure joint access and project joint power from the sea.

Seabasing Concept

Seabasing is a transformational concept that revolutionizes the projection, protec-

tion, and sustainment of integrated naval warfighting capabilities. The sea base comprises the integrated capabilities resident in a family of systems and assets afloat to maximize the projection and maneuver of all dimensions of Navy power both at sea and ashore. In the context of *Sea Power 21*, the Sea Base is the foundation for Sea Shield and Sea Strike. Seabasing is also being developed as a Joint Integrating Concept (JIC) that will leverage into the Joint Command and Control System, using FORCEnet to interconnect both afloat pre-positioned ships and combat units within the sea base. Thus, FORCEnet is the “glue” that binds together Sea Strike, Sea Shield and the Sea Base. It integrates warriors, platforms, sensors, weapons, and logistics into a networked and distributed combat force.

Moreover, Seabasing is capable of supporting joint advance-force operations and provides the capability to accommodate the Joint Force Commander afloat. Seabasing enhances operational independence and support for the joint force by taking advantage of the maneuver space of the sea. The sea base consists of a network of distributed ships capable of forming a joint base that is





more secure than a land base and that is not reliant on host nation support. Seabasing accelerates expeditionary deployment and employment timelines by pre-positioning vital equipment and supplies in theater, allowing the United States to take swift and decisive action during crises. The characteristics of Seabasing include being maneuverable, dispersed, secure, netted, responsive, interoperable, scalable, and joint enabling.

The core capability of Seabasing, which enables joint forcible entry operations, is the Expeditionary Strike Force (ESF). The ESF provides networking, high-speed connectors (HSC), and potential joint or coalition troops and vessels that form the sea base. An ESF is comprised of a Carrier Strike Group (CSG), Expeditionary Strike Group (ESG), and a Maritime Pre-positioning Group (MPG) including a Marine Expeditionary Brigade (MEB). This integration produces a rapidly employable and credible, combined arms force that is capable across the range of military operations. Forward-deployed CSGs and ESGs set the conditions within the battlespace to position a sea-based MEB capable of reinforcing

ing forcible entry that enables the joint force to decisively defeat an adversary.

The sea base consists of strategic combinations of vessels, such as aircraft carriers, amphibious ships, amphibious transports, dock landing ships, replenishment ships, Aegis cruisers and destroyers, conventional destroyers, and frigates, as well as attack submarines. Consisting primarily of future squadrons of maritime pre-positioned forces, known as MPF(F), and combat logistics forces aboard replenishment ships and HSCs, the MPG can augment in-theater forces with the combined arms capability of the Marine Expeditionary Brigade flow-in-echelon.

Other theater assets of the sea base include unique, specialized, and complementary capabilities at the strategic and operational levels of war, such as Special Operations Forces (SOF), nuclear-powered guided-missile submarines, mine warfare ships, and the littoral combat ship (LCS). Networked with the sea base, these in-theater assets can provide the intelligence, command and control (C2), breaching, fires, and mine clearing that are critical to operations.

Seabasing Capabilities

Seabasing is the premier warfighting concept of the 21st century because of its many breakthrough capabilities, including rapid force closure, network enabled C4ISR (Command, Control, Communications, Computer, Intelligence, Surveillance, and Reconnaissance), phased at-sea arrival and assembly, selective offload, integrated naval power projection, persistence and sustainment, and reconstitution at sea.

Seabasing increases Naval combat striking power by creating additional independent operational groups capable of responding to crisis around the world. This increase of combat power is possible because technological advances are transforming the capability of our ships, submarines, and aircraft to act as power-projection forces, netted together for expanded warfighting effect. The results are already proving to be profound, as naval capability packages are readily assembled from forward-deployed forces tailored to meet the mission needs of joint force commanders. These critical capability packages can be sized to the magnitude of the task at hand and, as a result,

enable our forces to respond to a broad range of contingencies and conflict, anywhere around the world.

Rapid force closure includes self-deployment, strategic air, surface, and commercial assets, supported en route by networked command and control systems. Network enabled C4ISR in concert with FORCEnet facilitates well coordinated and orchestrated actions by decentralized commanders to increase operational tempo. Phased at-sea arrival and assembly allows rapid deployment of a MEB and select joint force in as little as seven days. Selective offload allows the assembly of tailored sustainment packages for the requesting commander, and delivery of those tailored packages directly to units, which decreases the time, associated equipment, and manpower ashore needed to support operations. Integrated naval power projection combines offensive and defensive fires with maneuver, extending the Navy-Marine team's military might from space to the ocean floor and from blue water to the littorals and beyond.





Sea based platforms with their embarked forces can remain on-station, where needed, for extended periods of time providing sustainment for the preponderance of headquarters, aviation, and service support activities to remain afloat. This reduces the logistics and force protection requirements ashore, while improving the agility and flexibility of the force, and ensuring increased force readiness through sustainment. Reconstitution at sea allows units to “recover” at the sea base, where on-board logistics capabilities and advancements in maintenance, storage, distribution, and information technology speed the process, providing enhanced flexibility to deal with emerging situations.

The GWOT requires capabilities to rapidly project and sustain our forces in distant anti-access or area denial environments. Through a fully networked sea base, joint forces will be strategically and operationally agile, while benefiting from the inherent security derived from the U.S. Navy’s command of the sea.

Expeditionary Maneuver Capabilities

Seabasing takes advantage of the U.S. Navy’s ability to exploit the sovereignty of the sea which, in turn, has enabled the Marine Corps’ rich amphibious history. Marine expertise and innovation in amphibious warfare, counterinsurgency operations, close air support, military use of helicopters and vertical/short take off aviation, and maritime pre-positioning allow it to continue transforming itself to meet the challenges of the 21st century. By developing forward-thinking concepts that generate discussion, spearhead experimentation, and drive change, we can meet future challenges and capitalize on emerging opportunities. These concepts must be linked to, and be consistent with, an emerging body of Joint Operating Concepts.

Concepts Drive Capabilities.

Expeditionary Maneuver Warfare (EMW) is the Marine Corps capstone concept, and it serves as a link between today’s institutional capabilities and core values and our family of Operating, Functional and Enabling Concepts. Operational Maneuver From the Sea (OMFTS) links naval and maneuver warfare, doctrine, and technological advances in speed, mobility, fire support, communications and navigation to rapidly identify and exploit enemy weaknesses across the spectrum of conflict. Ship To Objective Maneuver (STOM) applies maneuver warfare concepts to the littoral battlespace, envisioning seamless maneuver from over the horizon directly to objectives deep inland. Sustained Operations Ashore (SOA) envisions the MAGTF as a general purpose Operational Maneuver Element executing a series of



precise, focused combat actions. OMFTS and STOM compel the enemy to defend the complete length of his coastline and array his forces in depth throughout the littoral. This combination demands that the adversary both disperse and concentrate his forces, creating opportunities to exploit seams and gaps in his defenses.

Distributed Operations Capabilities

Distributed Operations (DO) is a logical extension of our philosophy of EMW and the body of concepts stemming from OMFTS. DO is an approach that is applicable at both the operational and tactical levels of war, by which a commander alternately disperses and concentrates networked forces to define and shape the battlespace. This reconnaissance pull approach seeks to create an enhanced positional, psychological, and temporal advantage over the adversary. DO serve as a bridge to expanded operations with other networked joint forces. It enables naval forces to establish a worldwide presence, while simultaneously conducting combat

operations, such as those involving the GWOT, in selected regions. This global posture allows us to respond rapidly to emerging crises with powerful and sustainable combined arms teams.

Improved situational awareness, including real time and high fidelity data from dispersed teams, improves the vertical transmission of information. Shared situational awareness, which is the product of extensive training as well as a common operating picture, accelerates the horizontal integration and mutually supporting actions of our dispersed units.

Our ability to counter threats—by controlling the sea as a dispersed network force with the ability to deliver unprecedented offensive power, defensive assurance, and operational independence—is what makes the Navy-Marine team the envy of other navies, as well as our enemies.

The 21st Century Marine

It is our Marines at every level who have kept the Corps successful for the past 229 years. Every Marine is a rifleman...and

more. Our focus today is on fortifying the training and support for our Marines. Their leadership, decision-making ability, intensive tactical training, education, historical and cultural perspectives, innovative equipment, and enhanced lethality are beyond measure. By strengthening our Marine standards, we are raising the complex skill sets required, across the Corps.

To ensure that our Marines have the knowledge, skills, and abilities to take full advantage of the tools at their disposal and prevail against a ruthless, adaptive foe, we will have to make Marines who are up to the challenge. Though there are many pieces to this puzzle, three areas for emphasis stand out.

The first is small unit leadership, particularly at the NCO level, which requires more intense training with an emphasis on weapons, tactics and communications, and decision-making skills engrained with increased authority and responsibility. Expanded training and education are needed to meet emerging challenges, such as language and cultural training for officers and NCOs, which will be difficult to implement, but the payoff in the “small wars” of the future will be invaluable. Increased schooling in small wars—counterinsurgency, counter-terror, coalition operations, and interagency issues—as well as urban operations training is needed.

We must also close the “digital divide” in our equipment arsenal by providing immediate digital access to relevant information at all levels, from Joint Force Commander (JFC) to squad leader. Additionally, we must provide small units with the tools to win on tomorrow’s battlefield, including night-vision devices, posi-



tion-location indicators, gear for identifying friend-or-foe, beyond-line-of-sight equipment, on-the-move communications packages, and lightweight targeting gear.

As we develop the best combination of capabilities, the role of experimentation is crucial. Our Warfighting Lab has the lead for testing and exploring our concepts, as well as helping the Corps’ senior leadership determine the most effective combination of doctrinal, organizational, equipment, training, and leadership development changes to transform the Corps and produce the 21st century Marine.

Building upon our core competency of warfighting excellence, the 21st century Marine will fulfill the need for speed in execution, the need for flexibility in organization and employment, and the need for agility in thought. The 21st century Marine will be prepared to prevail in the war on terrorism, engage globally and respond immediately, and decisively engage both nontraditional and traditional threats.



MAGTF Combined Arms Capabilities

The 21st century Marine Corps must continue to preserve its core values with a laser-like focus on the warfighting excellence of combined arms MAGTFs—ensuring that we remain a responsive and respected national security instrument that is trusted by our allies and partners, interoperable with our joint partners and sister services, and feared by our nation’s enemies.

The enhanced speed, agility, and flexibility of the MAGTF, with a wide range of options for employing forces, will allow us to meet many expected and unanticipated threats. Marine forces—who are self-confident, well trained and educated, and sure of themselves, their leaders, and their equipment—will be prepared to survive and succeed in battle. These combined capabilities will ensure that the Corps can meet future challenges and that future MAGTFs will continue to provide agile, flexible, and responsive combined arms forces to JFCs.

Tomorrow’s MAGTFs will be able to lead at each level, either from CONUS or from an unobtrusive sea base offshore, and must contribute to the joint fight.

Operations Enduring Freedom and Iraqi Freedom highlight the capabilities of the 21st century Marine. But these operations also point the way to adjustments, refinements, and new areas of study. The opportunity to capture lessons learned from current campaigns and influence the ongoing DoD transformation is one that we cannot afford to miss.

Exploiting Technology

Capitalizing on lessons learned and transforming the 21st century Marine Corps means making changes that are not only grounded in our core competencies and expeditionary ethos, but that are informed by a thoughtful understanding of evolving circumstances and opportunities. It is this unflinching focus that will allow the Marine Corps to build upon our past success and project capabilities that will be required to meet future challenges.





While our core values remain constant, we will change the way we conduct operations. Our warfighting concepts will outline the way ahead as we innovate for the future. By exploiting technology and producing the highly competent 21st century Marine, we will make our future Marine Corps even more effective and capable than it is today.

To realize the Marine operational vision, a number of technological enhancements are required.

The enhanced aviation capabilities of the new LHA (R) and a new generation of Maritime Prepositioning Ships, complemented by a family of high speed connectors, will dramatically increase the capabilities and utility of future sea bases, expanding the range of options for the National Command Authority. Fielding the tilt-rotor MV-22 Osprey and Joint Strike Fighter (JSF) will extend the range and flexibility of future MAGTFs, while a host of improved communications, navigational, targeting,

and data processing tools will enhance the capabilities of Marine units from the squad to the MEF level.

The Expeditionary Fighting Vehicle (EFV) will significantly enhance our ability to exploit maneuver from the sea, as well as exponentially increase the combat effectiveness and lethality of our Ground Combat Element ashore. The integrated Marine Expeditionary Rifle Squad System (MERS) is being developed consistent with our major concepts to ensure that tomorrow's Marine has the tools to succeed on the complex battlefields of the 21st century.

While the tools of tomorrow are being developed, the Marine Corps must continue to ensure the readiness of its existing equipment.

To that end, the Marine Corps faces challenges in refurbishing and reconstituting equipment that has seen hard use and battle damage in past and present operations. The Corps is taking maximum

advantage of service-life extension programs (SLEP) and upgrades to maintain and improve key MAGTF equipment and aircraft. These include the CH-53 Sea Stallion, AH-1 Cobra, and UH-1 Huey helicopters; the Light Armored Vehicle (LAV), AAV Family of Amphibious Assault Vehicles; and, EA-6B Prowler.

Until new technologies and transformational systems are fielded, the Marine Corps continues to ensure the readiness of its forces and infrastructure by exploiting the most formidable capability in its 21st century arsenal—the sea base.



Through the sea base, the Expeditionary Strike Force is able to assemble within the Joint Operations Area, providing a “place” for surge forces to flow to and through. The future high speed platforms will provide the United States with an option to rapidly initiate Joint Forcible Entry Operations within 10 to 14 days, with a reduced demand on our strategic airlift. This capability supports the Joint Task Force in seizing the initiative.

Within the next decade or so, the MEB should be capable of closing directly on the sea base via high-speed strategic sea-lift or surge carrier support to move personnel and helicopters. At-sea arrival and assembly will enable sea-based forces to maneuver directly to the fight. This concept of employment does not rely on the availability of an advanced base, but would exploit the availability of an advanced base should one exist.

MPF (Future) provides a vision of how next-generation MPFs will be employed and deployed in forward-presence and power-projection across the full range of military activities. Building on lessons learned in numerous MPF exercises and operations, as well as the ideas contained in Operational Maneuver From the Sea, MPF(F) will be characterized by enhanced force closure, indefinite sustainment, amphibious task force integration, and force protection. Future MPFs will be ideally suited for the full range of warfighting and humanitarian missions.

A forward-deployed ESG with MEU(SOC)s will provide the capability for immediate response, whether in generating or exploiting actionable intelligence, employing organic and/or joint fires, or establishing a command-and-control capability.

The rapid deployment of a MPF(F) MEB will enable the rapid execution of joint forcible-entry operations, further enabling and sustaining follow-on joint force operations ashore. The MEB will be organized, trained, and equipped to prosecute operations across the full range of military activities. The Marine Expeditionary Force, with much of its administrative and

logistics tail afloat in an offshore sea base, will conduct decisive operations. Once operational level objectives are secured, the MEF will reconstitute and redeploy, ready for the next contingency.

Finally, it's important to note that while we can win today's battles, we must always be prepared to defeat our nation's future foes. Thus, we must continue to ensure that we are responsive to new threats. The dangerous environment emerging in the 21st century demands increased speed, flexibility and agility that must be provided by tomorrow's Marines. Accordingly, the Marine Corps must develop future capabilities to meet these operational demands on a global basis.

From Vision to Reality

Guided by *Sea Power 21* and *Marine Corps Strategy 21*, the Marine Corps is adapting to meet future challenges and remain a vital part of the Joint Warfighting Team. Throughout our nation's history, Marines have been a formidable fighting force that has tailored itself to face new global and battlefield situations.

"We have fought in every clime and place," proclaims the Marines' Hymn, "where we could take a gun." From the time the Continental Congress ordered the formation of two Marine battalions on November 10, 1775, Marines have engaged in nearly all of our nation's battles. Marines helped win our independence from Britain, fight the Barbary pirates, maintain the Union, wage two World Wars, and carry out campaigns in Central America, Korea, Vietnam, Afghanistan, Iraq, the Horn of Africa, and the Philippines—to name a few. In the coming years, America's military will



be called upon to operate across an ever-expanding spectrum of conflicts around the world.

In 2005, Marines are engaged against rogue regimes, radical insurgents, and religious extremists. Suicide bombings, kidnappings and beheadings epitomize the 21st century need for the United States Marines. As our enemy becomes more barbaric, as the war on terror becomes more extreme, and as our forces face unfathomable terrorist strategies, the emphasis on the Corps—as America's premier force in readiness—is greater *now* than ever before.